

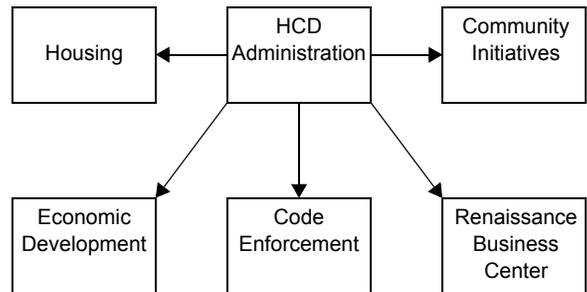
operating budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	1,904,056	2,097,554	2,206,957	2,230,611
Materials & supplies	495,435	1,396,950	1,129,099	1,149,879
Capital outlay	3,419	5,168	4,004	4,004
Grants & subsidies	2,237,352	2,990,052	2,866,132	3,386,132
Total Expenditures	4,640,262	6,489,396	6,206,192	6,770,626
Charges for Services	(22,500)	(5,000)	0	0
Net Expenditures	4,617,762	6,484,396	6,206,192	6,770,626
<i>Funded Staffing Level</i>	43.25	44.92	50.00	53.00

mission

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development.

structure



services

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

■ issues & trends

As with many large urban centers, Memphis has a sizable low-income population concentrated within the inner-city. The shortage of affordable housing for this population has been estimated at over 8,000 rental units and 500 units for ownership. Characteristically, economic development in these same neighborhoods suffers at equally alarming rates. The restructure of the City's public housing program has placed even more stress on the already lagging affordable housing stock. The current Administration has centered a primary focus on the revitalization of the city's oldest and most neglected areas. The Division has developed a series of planning processes that follow the national trend of resident involvement in neighborhood redevelopment.

■ strategic goals

- Develop a consolidated planning program that utilizes a collaborative process whereby the community establishes a unified vision for housing and community development actions
- Enhance access, opportunity and an expansion of choices whereby all residents may experience affordable and decent housing options
- Alleviate slum and blight conditions throughout the City
- Build neighborhoods of choice which provide amenities and services commensurate with quality-of-life standards
- Support investment in neighborhood community development activities that create job and work-force development

■ budget highlights

- \$150,000 to replenish Target Area Small Business Revolving Loan Amount
- \$166,000 for Housing Resource Center for Housing Counseling
- \$1,291,379 for Peabody Place Section 108 housing
- \$500,000 for Down Payment Assistance Program (includes federal funds)
- \$110,000 for Middle-Income Housing Program

■ demand measures

Clients served by Business Development Center	3,800
Business development workshops/seminars	75
Number of Community Initiative grant requests	35
Number of families awarded down-payment assistance	125

■ fy 2007 performance highlights

- Provided down payment assistance to over 125 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to eight teachers that purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted two families from the Public Housing and Section 8 programs
- Business Development Center assisted 3,800 clients
- Business Development Center conducted 75 workshops

■ charges for services

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Miscellaneous Income	(22,500)	(5,000)	0	0
Total Charges for Services	(22,500)	(5,000)	0	0

Description

To eliminate slum and blight conditions throughout the City by vigorously enforcing housing code violations while maintaining safety, health and environmental standards for the community and the citizens of Memphis.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	1,692,400	1,831,259	1,942,313	2,004,088
Materials & supplies	352,859	1,198,023	932,358	953,138
Net Expenditures	2,045,259	3,029,282	2,874,671	2,957,226
<i>Funded Staffing Level</i>	39.00	41.00	44.00	48.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Maximize our efficiency and efforts in obtaining compliance by enforcing the City of Memphis Anti-Neglect Ordinance/ Housing Code	To improve the number of complaints received	Number of complaints received	10,030	10,000	9,500
	To ensure existing violations are in compliance in a timely manner	Percentage of violations issued brought in compliance	83%	83%	85%
	To conduct more proactive code enforcement inspections	Number of systematic code inspections	12,838	13,000	15,000
Monitor and evaluate effectiveness of Code Enforcement in impacting living conditions throughout the community	To positively change the appearance of communities by demolishing dilapidated housing units and towing abandoned vehicles within time allotted by Code	Number of demolished units	634	700	700



Description

To create home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	144,770	82,523	125,379	81,451
Materials & supplies	14,561	16,860	16,860	16,860
Grants & subsidies	354,460	288,801	288,622	288,622
Total Expenditures	513,791	388,184	430,861	386,933
Charges for Services	(22,500)	(5,000)	0	0
Net Expenditures	491,291	383,184	430,861	386,933
<i>Funded Staffing Level</i>	3.00	2.00	3.00	2.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Maintain the number of families assisted by down -payment assistance programs	To maintain at least 125 families assisted by the down- payment assistance program	Number of clients assisted	113	125	125
	To seek additional funding regularly from HUD, and the City to meet the program demand	Dollar amount of funding	\$92,622	\$122,622	\$122,622
	To provide educational materials and conduct at least three workshops to assist potential homebuyers of the various programs available	Number of workshops/ seminars conducted	11	12	12
Increase the level of private participation among major lending institutions and mortgage companies	To work more closely with mortgage lending industry to increase participation via mail-outs, expositions, and formal meetings on a regular basis	Number of lender participation	16	18	18
		Dollar amount of lender financing	\$7.9 million	\$8 million	\$8 million

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Develop and implement new programs to increase opportunities for home ownership within the city	To offer a down-payment assistance loan product to assist families purchasing properties in the price range that does not exceed the FHA limitations and establish a revolving loan pool for future assistance	Number of low/moderate income families assisted	113	125	125
	To cultivate new partnerships in housing on an on-going basis to design affordable housing initiatives within the city	Number of partnerships created	5	1	1

Description

To provide financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Materials & supplies	285	52	0	0
Grants & subsidies	1,156,219	1,664,321	1,562,510	2,082,510
Net Expenditures	1,156,504	1,664,373	1,562,510	2,082,510

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Build a business community, which will inspire, achieve and broaden economic growth for Memphis	To develop economic development strategic plans that are comprehensive, strong, and focusing on our local community's economic future	Number of systems developed	5	5	5

Description

Utilize local funding to address community-based needs through grants and sponsorships for outreach activities.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Materials & supplies	12,161	15,723	15,724	15,724
Grants & subsidies	691,673	1,015,720	1,000,000	1,000,000
Net Expenditures	703,834	1,031,443	1,015,724	1,015,724

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Provide funding for community outreach needs that meet municipal grant guidelines set by the State of Tennessee	To evaluate funding requests through competitive process and award grants or sponsorships	Dollar amount of funding awarded	\$310,000	\$365,000	\$494,200
	To monitor grant activity and ensure compliance with the terms of the agreement	Percent of grant awards monitored for compliance	100%	100%	100%

Description

To connect the community and private institutions to help persons and organizations grow successful businesses.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	66,886	183,772	139,265	145,072
Materials & supplies	114,059	165,964	164,157	164,157
Capital outlay	3,419	5,168	4,004	4,004
Grants & subsidies	35,000	21,210	15,000	15,000
Net Expenditures	219,364	376,114	322,426	328,233
<i>Funded Staffing Level</i>	1.25	1.92	3.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Design and implement programs and services that provide employment opportunities for Memphis residents through sustainable business enterprises	To provide access to capital and technical assistance to non-traditional businesses specifically, SBEs, MBEs and WBEs	Number of non-traditional loans made and technical assistance programs and services provided	12	12	12
Foster entrepreneurial development where new and existing businesses can grow and prosper in an environment of collaboration and cooperation (One-Stop-Shop)	To serve the needs of potential entrepreneurs and business community by positioning the Renaissance Business Center as a portal for business development and information sharing	Number of start-ups, SBEs, MBEs, and WBEs, and clients served	3,800	3,800	3,800
Build partnerships with other government and intergovernmental agencies to leverage resources and services to broaden economic growth opportunities in Memphis	To develop public and private sector initiatives that create a collaborative and competitive business climate, which encourages individuals to start and/or build businesses	Number of private/public sector partnerships established	20	20	20

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Revitalize and redevelop inner city neighborhoods through business opportunities and economic development	To implement a business call program focusing on targeted neighborhoods for business recruitment and retention	Number of business calls made to existing and new businesses	400	400	400
Create strong formal and informal networks of supporters to train and nurture new entrepreneurs and business ideas	To develop entrepreneurial initiatives, which build core competencies for small, minority businesses leading to the creation of successful new enterprises	Number of outreach programs identified and participated	20	24	24



